



## RETRAINEE - JOB CREATION

Training Proposal for:

**FPI Management, Inc.**

**Agreement Number: ET18-0125**

**Panel Meeting of:** August 25, 2017

**ETP Regional Office:** Sacramento

**Analyst:** K. Mam

### PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative HUA	Industry Sector(s):	Services  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,700	U.S.: 2,700	Worldwide: 2,700
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$170,250		\$0	\$0		\$170,250

In-Kind Contribution:	100% of Total ETP Funding Required	\$202,600
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, HazMat., Management Skills	323	8-200	0-18	\$375	\$16.16
				Weighted Avg: 25			
2	Retrainee HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, HazMat., Management Skills	27	8-200	0-18	\$375	*\$12.12
				Weighted Avg: 25			
3	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, HazMat., Management Skills	44	8-200	0-18	\$600	*\$13.22
				Weighted Avg: 30			
4	Retrainee Job Creation Initiative HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement Skills, HazMat., Management Skills	21	8-200	0-18	\$600	*\$10.50
				Weighted Avg: 30			

\*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** Job Number 1 (Retrainees): \$17.63 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara County; \$16.96 for Los Angeles County; \$17.22 for Orange County; \$16.72 for San Diego County; \$16.46 for Sacramento County; and \$16.16 for all other counties.

Job Number 2 (HUA/Retrainees): \$12.12 for Fresno, Tulare, Siskiyou, Stanislaus, Butte, Glenn, Lake and Yolo Counties.

Job Number 3 (Job Creation): \$14.69 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara County; \$14.13 for Los Angeles County; \$14.35 for Orange County; \$13.94 for San Diego County; \$13.72 for Sacramento County; and \$13.22 for all other counties.

Job Number 4 (HUA/Job Creation): \$10.50 for Fresno, Tulare, Siskiyou, Stanislaus, Butte, Glenn, Lake and Yolo Counties.

**Health Benefits:** ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No ☐ Maybe

Up to \$2.94 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Up to \$1.62 per hour may be used to meet the Post-Retention Wage for Job Number 2.

Up to \$1.47 per hour may be used to meet the Post-Retention Wage for Job Number 3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 (Retraitees)</b>		
Portfolio Manager	\$18.00 - \$45.00	18
Community Director	\$16.00 - \$45.28	100
Assistant Community Director	\$16.00 - \$26.00	40
Leasing Staff	\$16.00 - \$25.00	40
Maintenance Supervisor	\$16.00 - \$40.26	45
Maintenance Technician	\$13.22 - \$23.00	80
<b>Job Number 2 (HUA/Retraitees)</b>		
Community Director	\$10.50 - \$20.00	5
Assistant Community Director	\$10.50 - \$18.00	5
Leasing Staff	\$10.50 - \$18.00	5
Maintenance Supervisor	\$12.00 - \$20.00	5
Maintenance Technician	\$10.50 - \$18.00	7
<b>Job Number 3 (Job Creation)</b>		
Portfolio Manager	\$15.00 - \$40.00	5
Community Director	\$13.22 - \$30.00	15
Assistant Community Director	\$13.22 - \$25.00	4
Leasing Staff	\$13.22 - \$25.00	4
Maintenance Supervisor	\$13.22 - \$30.00	3
Maintenance Technician	\$13.22 - \$20.00	13
<b>Job Number 4 (HUA/Job Creation)</b>		
Community Director	\$10.50 - \$13.21	5
Assistant Community Director	\$10.50 - \$13.21	3
Leasing Staff	\$10.50 - \$13.21	4
Maintenance Supervisor	\$12.00 - \$13.21	2
Maintenance Technician	\$10.50 - \$13.21	7

## **INTRODUCTION**

Founded in 1968 and headquartered in Folsom, FPI Management, Inc. (FPI)([www.fpimgt.com](http://www.fpimgt.com)) is a property management service firm. The Company provides maintenance and upkeep for more than 350 properties in California. Customers includes property/building owners, developers, general partners, and financial institutions. Training under this proposal will be delivered at the Company's headquarters and at regional training facilities throughout California.

## **PROJECT DETAILS**

This is FPI's second ETP Agreement, and the second within the last five years. In the previous proposal, the Company focused on becoming more efficient in its operations by cutting costs to remain competitive. Under this proposal, FPI will continue its efforts on efficiency in its operations. Training will allow staff to independently manage and maintain each property while providing exceptional service to its customers. To promote exceptional service, on-site community staff will receive communications, customer service, and resident relations training.

FPI's training goal is to refocus on its mission statement and core values. Training on Management skills will be designed to improve leadership and reduce turnover.

### **Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

FPI will be adding approximately 5,000 new units within the next two years. The Company has committed to hiring 65 new employees(Job Number 3 and 4) to fill the new positions. This includes Portfolio Managers, Community Directors, Assistant Community Directors, Leasing Staff, Maintenance Supervisors, and Maintenance Technicians. The date-of-hire for trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees must be hired into "net new jobs" as a condition of contract.

### **Training Plan**

Training will be delivered via classroom/laboratory, E-Learning/Videoconferencing and Computer-Based Training (CBT) methods. In-house subject matter experts and external training vendors may be utilized to deliver training in the following:

**Business Skills (20%):** Training will be offered to all occupations. Training will enable staff to be more efficient and effective while providing exceptional customer service. Training topics include Business Fundamentals, Conflict Resolution, Interpersonal Communications, and Strategic Planning.

**Commercial Skills (20%):** Training will be offered to all occupations. Training will enable staff to manage properties while increasing overall customer satisfaction. Training topics include Building Systems, Inventory Management, Leasing Strategies and Techniques, and Resident Retentions.

**Computer Skills (10%):** Training will be offered to all occupations. Training will focus on the Company's software systems used for processing payments and maintenance reports. Training topics include Enterprise Income Verification (EIV) Software and Yardi 7S.

**Continuous Improvement (35%):** Training will be offered to all occupations. Training will allow staff to function at a higher level while improving skill sets. Training topics include Creating a

Quality Organization, Change Management, Problem Solving and Decision Making, and Teamwork Development Skills.

**Management Skills (10%):** Training will be offered to Portfolio Managers, Community Directors, and Maintenance Supervisors. Training will focus on effectively managing staff to ensure overall employee satisfaction. Training topics include Coaching Procedures, Leadership and Effective Meetings for Leaders.

**Hazardous Materials (5%):** Training will be offered to all occupations. Training will focus on enhancing a safe working environment. Training topics include Asbestos Removal, Bloodborne Pathogen (BBP), and Hazardous Materials Handling.

### **Computer-Based Training (CBT)**

CBT is capped at 50% of total training hours per trainee. CBT will be provided to supplement class/lab training. Trainees in Job Numbers 1-4 will receive between 0-18 hours of CBT.

### **Commitment to Training**

FPI's training budget is approximately \$245,000 per facility. The Company provides training on state and federal mandates such as OSHA and Fair Housing. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

FPI has an assigned staff member responsible for administering the project. The Company has a training department with five full-time trainers to manage all remote and regional training, schedule training, and track training hours. Additionally, the Company has engaged the services of a third-party administrator with extensive ETP administration experience to complete the project successfully.

### **High Unemployment Area**

The 48 trainees in Job Numbers 2 and 4 work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by at least 25%. The Company's locations in Fresno, Tulare, Siskiyou, Stanislaus, Butte, Glenn, Lake and Yolo Counties qualify for HUA status under these standards.

#### ➤ Wage Modification

For these trainees, the Panel may modify the ETP Minimum Wage by up to 25% if post-retention wages exceed the start-of-training wages.

FPI is requesting a wage modification from \$16.16 to \$12.12 for Job Number 2 (Retrainees) and from \$13.22 to \$10.50 for Job Number 4 (Job Creation).

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

The following table summarizes performance by FPI under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET15-0196	Statewide	07/01/14 – 06/30/16	\$180,000	\$180,000 (100%)

**DEVELOPMENT SERVICES**

FPI retained Sierra Consulting Services in El Dorado Hills to assist with development of this proposal for a flat fee of \$17,000.

**ADMINISTRATIVE SERVICES**

Sierra Consulting Services will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

**Exhibit B: Menu Curriculum****Class/Lab/E-Learning/Videoconferencing Hours**

8-200 Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Business Ethics
- + Business Fundamentals
- + Business Performance
- + Business Writing
- + Conflict Resolution
- + Creative Marketing
- + Customer Relationship Management
- + Customer Service
- + Communication Skills
- + Cost Control
- + Dealing with Difficult People
- + Employee Coaching
- + Financial Analysis
- + Interpersonal Communications
- + Leadership
- + Planning and Organization
- + Project Management and Methodology
- + Project Requirements Analysis and Specifications
- + Property and Resource Management Skills
- + Strategic Planning
- + Time Management

**COMMERCIAL SKILLS**

- + Apartment Trash-Out
- + Apartment Turnover
- + Building Systems
- + Environmental Compliance
- + FPI Application Processing
- + Inventory Management
- + Lease Renewals
- + Leasing Strategies and Techniques
- + Legal Compliance
- + Maintenance – Routine
- + Maintenance – Preventative
- + Maintenance – Seasonal
- + Marketing Available Apartments
- + Material Handling
- + Multi-Family Management
- + Reporting
- + Resident Orientation – Move-In
- + Resident Move-Out Process
- + Overcoming Objections
- + Product Knowledge
- + Resident Relations
- + Resident Terminations
- + Responding to Emergencies

- ✚ Sales Techniques – Multi-Family Greeting, Touring, Closing, Follow-Up
- ✚ Sales Techniques – Relationship Building
- ✚ Teamwork
- ✚ Telecommunications
- ✚ Vendor Relations and Management
- ✚ Work Order Processing

### **COMPUTER SKILLS**

- ✚ Enterprise Income Verification (EIV) Software
  - FPI Use and Security Policy and Procedures
  - HUD EIV Reporting
- ✚ Yardi 7S
  - Yardi Portal
  - Leasing – Prospect and Applicant Processing, Move-In and Move-Out Processing
  - Operations – Rent Posting, Market Rent Updates, Check & ACH Deposits
  - Maintenance – Unit Rent Ready Status, Inspection, Work Order
  - Reporting – Financial and Operation Status and Tracking
- ✚ Yardi 7S Affordable
  - Leasing Household Composition
  - Affordable Income and Asset Calculation
  - Household Program Eligibility Certification
  - Annual Recertification

### **CONTINUOUS IMPROVEMENT**

- ✚ Creating a Quality Organization
- ✚ Change Management
- ✚ Decision Making
- ✚ How to Coach and Mentor
- ✚ Leadership Skills for Frontline Workers
- ✚ Meeting & Project Management
- ✚ Problem Solving and Decision Making
- ✚ Process Improvement
- ✚ Statistical Process Control
- ✚ Teambuilding
- ✚ Teamwork Development Skills








### **MANAGEMENT SKILLS** (managers and supervisors only)

- ✚ Administration
- ✚ Coaching Procedures
- ✚ Decision Making
- ✚ Effective Meeting for Leaders
- ✚ Finance for Technical Managers
- ✚ Leadership
- ✚ Motivation
- ✚ Supervisor Skills

### **HAZARDOUS MATERIALS**

- ✚ Asbestos Removal
- ✚ Bloodborne Pathogen (BBP)
- ✚ Cleaning Devices
- ✚ Discharging Stored Energy







-  Hazardous Materials Handling
-  Hazardous Chemical Cleaning/Handling
-  Hazardous Waste Cleaning
-  Isolating Hazardous Energy Sources
-  Lead Based Paint Handling
-  Mixing and Handling Chemicals
-  Reporting Property Hazards and Damages

Safety Training cannot exceed 10% of total training hours per-trainee


## **CBT Hours**

0-18




### **BUSINESS SKILLS**

-  Advanced Telephone Techniques (2 hours)
-  Business Ethics (1 hour)
-  Business Writing: Grammar Works (2 hours)
-  Conflict Resolution (2 hours)

### **COMMERCIAL SKILLS**

-  Affordable LIHTC Compliance Program
  - Application and Verification Process (0.5 hour)
  - Household Composition (1.75 hours)
  - Income (1.25 hours)
  - Assets ( 0.75 hour)
  - Full-Time Students (1 hour)
  - Hoarding (1 Hour)
  - Preparing a Perfect Market Ready Apartment (2 hours)
  - Resident Retention (1.5 hours)
  - Traffic Generation (1 hour)

### **CONTINUOUS IMPROVEMENT**

-  Asbestos Awareness (2 hours)
-  Lead Poisoning Awareness (2 hours)
-  Mold Awareness (1 hour)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee excluding OSHA 10/30, HAZWOPER or HAZMAT.